

Challenge

Barnes-Jewish Hospital wanted to achieve mutual and multilevel staff accountability, expand accountability to include frontline supervisors, and ensure that all hospital staff with management responsibilities received the appropriate information and tools to be successful.

Finally, they wanted to foster a culture of collaboration by encouraging individuals and teams to communicate and partner with hospital professionals outside their familiar interdisciplinary channels.

Solutions

“[It’s] given us an impetus for change – we’ve raised their behavior, they’re asking for help, using the Prescriptive Rules®. It’s made them more savvy...”

After attending ELI’s Civil Treatment® for Managers (CTM) program at the St. Louis Children’s Hospital (also a member of BJC Healthcare), Wally Klein, manager, Organizational Development, came away with the opinion that “CTM fit in with what we wanted to accomplish from a leadership point of view.”

For an effective training initiative to take root, however, it must be

Barnes-Jewish Hospital (St. Louis, MO) is the largest hospital in Missouri and a member of BJC HealthCare, one of the nation’s largest healthcare organizations. A teaching hospital affiliated with Washington University School of Medicine, Barnes-Jewish Hospital employs 1,700 medical staff, many of whom are recognized in The Best Doctors in America® database.

supported by the organization’s senior leadership. Klein arranged for ELI® to present an executive program to the hospital’s president and approximately 20 department directors. According to Klein, “When it was all said and done, there was a strong belief from the executive team to move forward.”

Once they were given the green light, ELI® helped the hospital select the most appropriate modules from CTM, and customized them based on the hospital’s policies and procedures.

Result

More than 400 managers were trained in the 2004 roll out, and follow up sessions were scheduled in 2005 for managers who couldn’t attend the initial training. In addition, participating managers suggested that shift leaders also be trained, and a one-half day program is currently being presented to approximately 200 individuals.

According to Klein, the hospital has seen a number of positive outcomes as a result of the implementation.

“The reaction evaluations we give following every program have been very, very strong. We also wanted managers to be proactive in seeking support from HR, and we’re seeing that number increase.”

After each training, participants are asked to name one thing they would take from the program to implement back on the job. A follow-up survey is sent to every manager to see how and what they’re doing differently after six months have passed. “They’re still aware of the need to document and seek support – they’re following the Prescriptive Rules®,” says Klein.

Has the hospital observed the culture change it was seeking? Klein thinks so. “CTM has given us an impetus for change – we’ve raised their behavior, they’re asking for help, using the Prescriptive Rules®. It’s made them more savvy as to their role in this.”



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